

UC San Diego | Extension

Dean of Extension

UC San Diego Extension draws upon the intellectual resources and expertise of UC San Diego to address compelling educational needs in the state, the region, the nation, and the world through continuing and professional education programs, as well as pre-college/pre-career programs of the highest quality and relevance in a diverse array of disciplines and subject areas. UC San Diego Extension serves the critical lifelong learning and skill development needs of more than 80,000 annually, including more than 27,000 students in over 4,400 courses. As our successful and long-serving Dean of Extension is stepping down, the University invites nominations and applications for the next Dean of Extension.

ABOUT THE UNIVERSITY

Established in 1960, UC San Diego ranks as one of the top 15 research universities in the world with a commitment to driving innovation that advances society, propels economic growth, and makes the world a better place. Annual research expenditures exceed \$1.4 billion, placing the University fifth in the nation and first among UC campuses for total research and development expenditures by the National Science Foundation. UC San Diego also helps sustain an active, entrepreneurial ecosystem in the surrounding community with 2,900 inventions disclosed and over 1,000 companies utilizing technology created at UC San Diego. With over 35,000 full- and part-time academic and staff employees, UC San Diego is the largest employer in San Diego County, bringing with it a significant economic footprint in the region. In 2017, UC San Diego was designated a Changemaker Campus by Ashoka U for its role as a leader in social innovation education.

With a wide-ranging portfolio of academic departments, programs, institutes, and research centers, UC San Diego provides a stimulating scholarly and educational environment across traditional disciplines and includes many interdisciplinary specialties. UC San Diego's rich academic portfolio includes seven [undergraduate colleges](#) (Revelle, Muir, Warren, Marshall, Roosevelt, Sixth, Seventh), six academic divisions ([Arts and Humanities](#), [Biological Sciences](#), [Jacobs School of Engineering](#), [Physical Sciences](#), [Social Sciences](#), and [Halicioğlu Data Science Institute](#)), and six graduate and professional schools ([Rady School of Management](#), [School of Global Policy and Strategy](#), [School of Medicine](#), [Skaggs School of Pharmacy and Pharmaceutical Sciences](#), [Herbert Wertheim School of Public Health and Human Longevity Science](#)) and [Scripps Institution of Oceanography](#). The University also operates UC San Diego Health, San Diego's only academic medical center.

UC San Diego enrolls a diverse student body of 40,000, including nearly 32,000 undergraduates and over 8,600 graduate, medical, and pharmaceutical students. The University's focus on student success, inclusive instruction, and social mobility serves students of wide-ranging socioeconomic, cultural, and academic backgrounds. Over one-third of new matriculants identify as first-generation college students and nearly one-third are from historically underrepresented groups. As part of a student-centered university, all UC San Diego undergraduates belong to a tight-knit college community and are equipped to succeed through supplemental learning, faculty-mentored research opportunities, student success coaches and more. The [Graduate Division](#), serves as the central resource for graduate students and their education, helping students advance in their academic disciplines and empowering them to prepare for [long-term career success](#) by offering innovative professional development programs in partnership with other campus units.

LOCATION AND CAMPUS TRANSFORMATION

UC San Diego is located on the oceanside bluffs of [La Jolla, California](#), just 12 miles north of downtown San Diego. The campus sits on the ancestral homelands of the Kumeyaay Nation. The Kumeyaay people continue to have an important and thriving presence in the region and are integral to the fabric of the University. San Diego is the eighth-largest city in the United States and second-largest city in California. With a population of 1.4 million, the city is an ethnically diverse area with a near-perfect climate and easy access to beaches, mountains, and deserts. San Diego is also a vibrant cultural center, with world-class museums, theater, and music imbued with the traditions of the many cultures that coexist within the city limits, with immediate access to the border with Mexico. The development of UC San Diego's Downtown Center, in alignment with the campuswide [Strategic Plan](#), makes this an exciting time to be on campus. With new buildings and bridges and the arrival of a light rail trolley that will further connect the campus to the San Diego region and directly connect Extension's new Downtown building to the main campus, the shift in the campus's physical fabric will be profound. The impact will span far beyond just new construction—it will serve to enhance the student experience, enrich the campus community, spark research and innovation, and provide greater campus access to the thriving communities of the greater San Diego region.

EQUITY, DIVERSITY, AND INCLUSION

To foster the best possible working and learning environment, UC San Diego strives to maintain a climate of fairness, cooperation, and professionalism. These [principles of community](#) are vital to the success of the University and the well-being of its constituents. UC San Diego faculty, staff, and students are expected to practice these basic principles as individuals and in groups.

UC San Diego is an inclusive community where all have the opportunity to thrive. The University's academic environment encourages the pursuit of intellectual curiosity and enables all community members to have an impact as changemakers. At UC San Diego, we recognize that true excellence is achieved when all feel respected for their perspectives, backgrounds, and heritage and when all feel invited to be part of our collective efforts to improve the university. We aim for all Triton community members to be fully included in campus life and experience equitable opportunity in achieving their goals and aspirations.

ABOUT UC SAN DIEGO EXTENSION

As a self-sustaining, entrepreneurial, and collaborative element of the University, UC San Diego Extension extends the scholarship of UC San Diego beyond the walls of the campus to working professionals, community leaders, pre-college and lifelong learners, non-matriculated international students, and national audiences. UC San Diego Extension has demonstrated distinctive expertise in innovative curriculum delivery while strategically responding to market demands using data-driven financial and administrative models.

UC San Diego Extension plays an active role in helping the entire university expand its local impact, national reputation, and global reach. The UC San Diego Extension team has developed outreach efforts to accelerate the San Diego region's economic vitality, grow the region's globally competitive talent pool, and help college graduates' transition to high-demand employment areas. Extension staff have forged critical partnerships with faculty, campus departments, and regional business leaders to launch successful programs.

In support of the campus' strategic goal of increased access, Extension has expanded and diversified programs targeted to first-generation and low-income pre-college youth. Today, these programs serve

over 100,000 students, teachers, and parents annually. Extension has also expanded access to a wide variety of intellectual resources through the award-winning UC SAN DIEGO-TV and [UCTV](#). In addition, Extension launched one of the nation's first university-based [learning in retirement programs](#).

ORGANIZATION OF UC SAN DIEGO EXTENSION

UC San Diego Extension comprises four distinct functions, all of which are fully self-supporting and represent in excess of \$47 million earned or contributed revenues annually:

Continuing Education in a Wide Range of Academic Fields

- A post-baccalaureate continuing education unit: University Extension offers a large and diverse portfolio of online and in-person courses, certificate programs, professional credentials, graduate-level seminars and workshops, as well as partnerships with campus departments such as the collaboration with the Jacobs School of Engineering and the School of Medicine to launch two of the first fee-based [Masters of Advanced Studies](#) in the UC system. Extension partners with a broad range of faculty and campus departments to launch certificate programs and MOOCs, and also oversees corporate education delivery for the Rady School of Management.

Examples of Extension programs include a highly popular [Executive Program](#) for scientists and engineers; San Diego [CONNECT, a community nonprofit passionate about helping entrepreneurs build great companies](#); [Athena, a premier women's advocacy organization that fast tracks women in STEM through leadership development](#); and the [Smart Border Coalition](#), which analyzes cross-border issues and policy initiatives and operates in partnership with the Division of Social Sciences. Extension staff also developed NEH and NSF funded institutes in [teacher education](#), serving hundreds of teachers across the San Diego region, nationally, and internationally.

Pre-college/pre-career programs offer a large assortment of courses, workshops, UCTV, mentoring, and internship initiatives to encourage and prepare a diverse range of pre-college students from throughout the San Diego region and across the United States for college and lifelong learning. Over 4,800 individuals were served in 2019, with 49% belonging to historically underrepresented minority groups in education.

- These programs include the [UCTV Education Channel](#), [Research Scholars](#), [Sally Ride Science](#), [Library NExT](#), [Program Your Future](#), [Global Environmental Leadership and Sustainability](#), [Test Prep](#), [Launch](#) and the [Boz Life Science and Teaching Institute](#), Engineering and Data Science Academies, as well as [Academic Connections](#), a program focused on inclusively preparing pre-college youth for university study.
- The [Osher Lifelong Learning Institute](#), a fee-based, self-directed learning in retirement organization with nearly 1000 members annually.
- International programs serving approximately 5,000 non-degree, international students, scholars, and short-term visitors, as well as immigrants living and working in the region. Programs include English language studies, certificates, customized contract courses, short-term international concurrent enrollment, and pathways to undergraduate and graduate degrees for international students seeking to qualify for advanced education in the United States.

Public Programs

Public Programs brings together leading national and international intellectuals, authors, and political figures to the San Diego region for high-profile lectures and seminars of interest to the public and UC San Diego community. In addition, the unit supports partnership activities with campus academic units seeking to build their relationships with the larger community through lectures, seminars, and special events in San Diego as well as through web-casting and television outreach nationally and internationally.

Extension's capacity for managing large-scale public events is evidenced in the cultivation of critical endowments for free, high-profile, public lectures, notably the [Helen Edison Lecture Series](#) and the [Kyoto Prize Symposium](#).

UCTV and UC SAN DIEGO-TV

UC San Diego Extension offers access to a wide variety of regional intellectual resources through the award-winning UC SAN DIEGO-TV and UCTV, which, catalyzed by early grants from Google and YouTube, has become the most-watched research university platform on the web, with 700,000 YouTube subscribers and millions of program visitors and downloads monthly.

Research and Evaluation Services

The [Center for Research and Evaluation](#) (CR+E) is UC San Diego Extension's research division. The Center's mission is to promote positive change in the local community and beyond through data-driven research. CR+E partners with nonprofits, community, and academic institutions to support projects centered around workforce development, education, youth services, health, and arts and culture. CR+E's expert team employs a wide range of research methodologies and statistical techniques to assist with every stage of research design from identifying funding opportunities and grant writing to program monitoring and evaluation reporting.

THE ROLE OF THE DEAN

Reporting directly to UC San Diego's Executive Vice Chancellor for Academic Affairs, the Dean of Extension provides leadership for the strategic direction and operations of the division in the development and delivery of continuing, professional, and pre-college education in traditional classroom settings at multiple locations, through online and other distance education modes, and via blended learning. The Dean will oversee and lead: academic and strategic planning, educational needs assessment; academic program quality and delivery to diverse audiences of non-matriculated UC San Diego students; development of campus and community partnerships; leadership of 200 full-time academic and staff personnel; equity, diversity and inclusion; organizational and financial management; contract and grant management; and university engagement activities nationally and internationally, to continue and increase the impact and quality of UC San Diego Extension.

OPPORTUNITIES AND CHALLENGES

With a passion for serving the community at every stage of learning and with a deep commitment to fulfilling and promoting both access and academic rigor within Extension's mission, the next Dean will embrace the following opportunities and challenges:

- **Setting the strategic vision for the future** – Informed by data and deep knowledge of market trends and the continuing education landscape, the incoming Dean will build upon the current strengths and shape the future strategic direction of Extension. The Dean will communicate the strategy across the University to clarify Extension's unique value proposition. The Dean's strategy will reflect Extension's commitment to diversity, equity and inclusion; digital-age learning innovation; educational and pedagogical experimentation; enhanced collaborations across the UC system and with area colleges and universities; and high-quality educational offerings for students

from K-12 through retirement. This strategy should also leverage and reflect San Diego's deep connections to sectors including military, tourism, and technology.

- **Expanding internal and external collaboration and community integration** – The Dean will foster mutually beneficial relationships with a range of constituents including faculty, students, alumni, institutional peers, ed-tech pioneers, government agencies, and other relevant local, national, and international entities. The Dean will build upon the existing deep relationships within the San Diego community, as well as maximizing new opportunities that light rail transit will afford by providing increased access to underrepresented communities starting in late 2021. Additional partnerships and community engagement endeavors initiated through Extension will also help UC San Diego achieve its goal of becoming a Hispanic Serving Institution.
- **Driving revenue generation for Extension and UC San Diego** – Leveraging solid financial acumen, fundraising proficiency, and fluency in business operations, the Dean will increase Extension's revenue generation to support and expand Extension's technological infrastructure, innovative teaching practices, and other capabilities that benefit and enhance the entire University.
- **Increasing access to education** – The Dean will continue to expand Extension's unparalleled ability to respond quickly to changes in learning needs. With a deep understanding of technological advancements and trends and a keen desire to partner with faculty members and with the surrounding community, the Dean will play a role in helping to bridge educational gaps tied to the digital divide, COVID-19, and racial and socioeconomic barriers. The Dean will champion the growth and expansion of a creative and cutting-edge online learning strategy.
- **Providing exceptional, inclusive leadership and staff management** – Serving as the outward face of Extension, the Dean will lead with transparency, project an ethos of integrity and goodwill, and bring superb knowledge of the continuing education landscape. The Dean will attract, retain, and develop a diverse, high-performing staff while cultivating an environment in which everyone feels included and supported as valuable contributors. The Dean will champion Extension to the rest of the University and communicate internally and externally with a verbal and written style that reflects the values of integrity, respect, and empathetic leadership.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

The next Dean of Extension will be a highly engaged, visible, and collaborative leader with a deep understanding of the evolving challenges facing higher education and continuing education in the region, the nation, and the world. The next Dean will show vision, confidence, courage, and conviction in leading Extension and will be energized by the unique possibilities for leadership and innovation afforded through UC San Diego's outstanding reputation. The next Dean will possess many of the following qualities and qualifications:

- Demonstrated creativity, and ability to articulate a vision for how to grow the reach of the university into our community, draw students to UC San Diego, and develop innovative ways to reach a broader and more diverse group of learners.
- Strong strategic planning acumen with the ability to gain buy-in and collaborative engagement from a broad and diverse set of stakeholders;
- An equity-minded leadership style and a demonstrable commitment to enhancing diversity and promoting inclusion; experience in recruiting and developing excellent instructors, staff, and students, including women and members of racially and ethnically underrepresented groups;
- Ability to identify and cultivate necessary partnerships;
- A demonstrated record of communicating a clear vision broadly;
- Extensive and successful administrative experience in universities or similarly complex institutions with an emphasis on self-supporting continuing education;
- Significant record of professional engagement, public presentations, and/or publications indicating leadership in the area of continuing education and other areas of higher education;

- Experience leading teams in the design, implementation, and evaluation of large-scale, broadly delivered, educational offerings deploying traditional in-person classroom delivery, digital/remote/online modalities, and blended learning;
- Experience identifying and fostering collaborations with external constituencies (e.g., corporations, foundations, nonprofits, professional associations, consortia, etc.) and working with them to design and deliver innovative educational programming;
- Experience working closely with faculty members and academic leaders and within a shared-governance system to design and deliver educational programming;
- An understanding of issues involved in effective delivery of high-quality instructional programs;
- Demonstrated ability to achieve goals through promoting collaboration and teambuilding and working cooperatively with diverse campus and community constituencies;
- Outstanding entrepreneurial, business leadership, and negotiation experience and skills;
- Ability to apply interpersonal communications and interactions with staff and academic personnel at all levels of an organization in support of complex educational initiatives and issues;
- Demonstrated experience in managing staff to optimize employee and organizational productivity to fulfill evolving priorities, goals, and objectives;
- A record of achievement in working with a diverse community, creating an inclusive culture, and achieving ambitious institutional goals for equity, diversity, and inclusion;
- A demonstrated passion for educational innovation and transformative leadership;
- Demonstrated skill in managing complex budgets and in external resource development; and
- The highest degree of ethics and personal integrity.

A terminal degree in any discipline is required, as well as experience in innovative education, social engagement, politics, or business leadership.

For best consideration, please send all nominations and applications (including [Contributions to Diversity](#) statements) to:



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For more information, please visit UC San Diego Extension's home page at <https://www.extension.UC San Diego.edu>

The University of California San Diego is an equal opportunity/affirmative action employer. Diversity is a defining feature of the University of California, which embraces it as a source of strength. Differences — of race, ethnicity, gender, religion, sexual orientation, gender identity, age, socioeconomic status, abilities, experience and more — enhance the university's ability to achieve its core missions of public service, teaching, and research. UC welcomes faculty, staff, and students from all backgrounds and wants everyone at UC to feel respected and valued.